LEADER Replacement System (LRS) Project

Information Systems Commission (ISC) Project Update
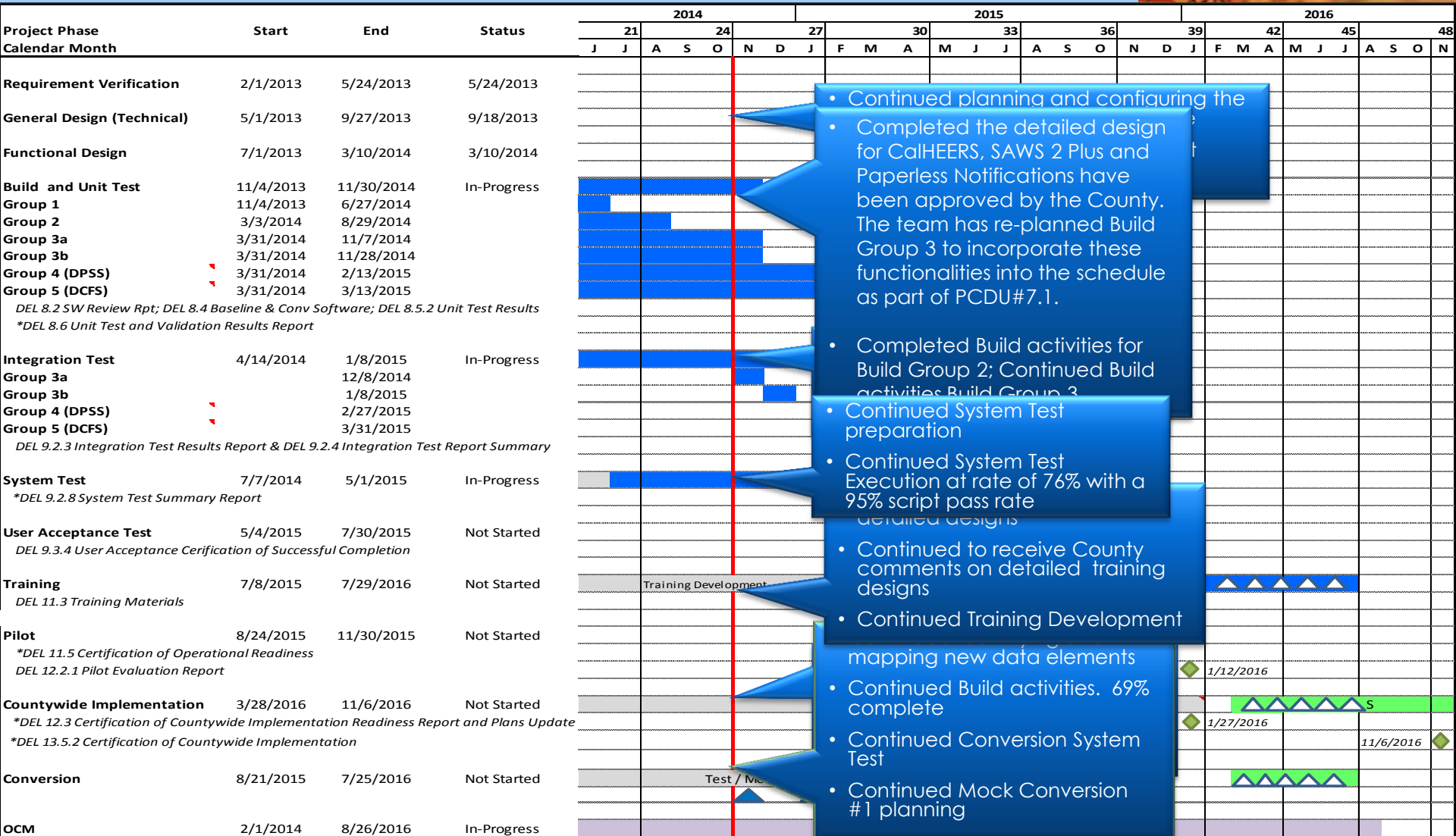
November 3, 2014

Agenda

- Introduction and LRS Project Status

- Project Timeline

- Project Risks

- Build Group 3 Plan

- LRS Roll-out Recommendation

- Organizational Change Management (OCM) Update

Project Phase / Calendar Month	Start	End	Status	2014			2015				2016			
				21 J J	24 A S O	27 N D J	30 F M A	33 M J J	36 A S O	39 N D J	42 F M A	45 M J J	48 A S O N	

Project Phase	Start	End	Status
Requirement Verification	2/1/2013	5/24/2013	5/24/2013
General Design (Technical)	5/1/2013	9/27/2013	9/18/2013
Functional Design	7/1/2013	3/10/2014	3/10/2014
Build and Unit Test	11/4/2013	11/30/2014	In-Progress
Group 1	11/4/2013	6/27/2014	
Group 2	3/3/2014	8/29/2014	
Group 3a	3/31/2014	11/7/2014	
Group 3b	3/31/2014	11/28/2014	
Group 4 (DPSS)	3/31/2014	2/13/2015	
Group 5 (DCFS)	3/31/2014	3/13/2015	

DEL 8.2 SW Review Rpt; DEL 8.4 Baseline & Conv Software; DEL 8.5.2 Unit Test Results
*DEL 8.6 Unit Test and Validation Results Report

	Start	End	Status
Integration Test	4/14/2014	1/8/2015	In-Progress
Group 3a		12/8/2014	
Group 3b		1/8/2015	
Group 4 (DPSS)		2/27/2015	
Group 5 (DCFS)		3/31/2015	

DEL 9.2.3 Integration Test Results Report & DEL 9.2.4 Integration Test Report Summary

	Start	End	Status
System Test	7/7/2014	5/1/2015	In-Progress

*DEL 9.2.8 System Test Summary Report

	Start	End	Status
User Acceptance Test	5/4/2015	7/30/2015	Not Started

DEL 9.3.4 User Acceptance Cerification of Successful Completion

	Start	End	Status
Training	7/8/2015	7/29/2016	Not Started

DEL 11.3 Training Materials

	Start	End	Status
Pilot	8/24/2015	11/30/2015	Not Started

*DEL 11.5 Certification of Operational Readiness
DEL 12.2.1 Pilot Evaluation Report

	Start	End	Status
Countywide Implementation	3/28/2016	11/6/2016	Not Started

*DEL 12.3 Certification of Countywide Implementation Readiness Report and Plans Update
*DEL 13.5.2 Certification of Countywide Implementation

	Start	End	Status
Conversion	8/21/2015	7/25/2016	Not Started
OCM	2/1/2014	8/26/2016	In-Progress

Gantt chart labels: Training Development; Test / Mo...; 1/12/2016; 1/27/2016; 11/6/2016; S

Callout notes:
- Continued planning and configuring the...
- Completed the detailed design for CalHEERS, SAWS 2 Plus and Paperless Notifications have been approved by the County. The team has re-planned Build Group 3 to incorporate these functionalities into the schedule as part of PCDU#7.1.
- Completed Build activities for Build Group 2; Continued Build activities Build Group 3
- Continued System Test preparation
- Continued System Test Execution at rate of 76% with a 95% script pass rate
- detailed designs
- Continued to receive County comments on detailed training designs
- Continued Training Development
- mapping new data elements
- Continued Build activities. 69% complete
- Continued Conversion System Test
- Continued Mock Conversion #1 planning

Development and Build Group Update

- Completed Design for new and modified State and County Policy areas – including CalHEERS, WINS, SAWS2+, GR Sanctions, Trigger automation

- Over the past 6 months, Accenture's build team increased from ~55 FTEs to 135 FTEs to accommodate anticipated scope increases within existing project schedules

- Design Team is continuing to evaluate scope of pending Department of Children and Family Services (DCFS) Functional Design points, such as General Ledger and AAP functionality

Project Risks and Issues

Project Risks and Issues Overview

- **No active issues**
- **Sixteen active risks with an average risk exposure of 1.68 (YELLOW)**

		IMPACT				
		1 Minimal	**2**	**3**	**4**	**5** Unacceptable
P R O B A B I L I T Y	90% Near Certainty	0	0	1	1	0
	70% Highly Likely	0	0	0	3	0
	50% Possible	0	0	2	2	0
	30% Unlikely	1	1	3	1	0
	10% Highly Unlikely	0	0	0	1	0
Average Risk Exposure Subtotal		.018	.037	.525	1.10	0
Average Risk Exposure Total		1.68				

Risk #5 – Late Timing or Changes to State Legislation may impact schedule (High Risk)

Risk #	Risk Name	Risk Description	Risk Team	Risk Probability	Risk Impact	Risk Exposure	Risk Mitigation Plan
5	Late timing or changes to state legislation may have a schedule impact	New legislations could change requirements that are introduced late in the DDI phase or if the changes are too large may impact the LRS Project's current implementation schedule.	PMO	90%	4	**3.6**	1. As new legislations are announced for DPSS and DCFS, assess the impact and leverage County Functional SMEs to assist with updating requirements as needed 2. Continue collaboration and engagement with the C-IV team and representatives on policy implementation design 3. Potentially consider options to stage changes into current design and workarounds for after implementation

Risk #26 – Ability to Complete Scope of Delivery work within Build Schedule (Updated scope – High Risk)

| Risk #	Risk Name	Risk Description	Risk Team	Risk Probability	Risk Impact	Risk Exposure	Risk Mitigation Plan
26	Changes by State Interface Partners (such as CalHEERS) may impact the LRS Schedule	If State Interface Partners make significant changes to their processes (either because of policy changes or due to changes required for other reasons) too close to the critical LRS dates (UAT, Pilot, Implementation), there may be an impact to the LRS Schedule to incorporate the changes.	Quality Assurance	70%	4	2.8	1. As new legislation or changes are announced for State interfaces (such as CalHEERS), assess the impact and leverage County Functional SMEs to assist with updating requirements as needed 2. Continue collaboration and engagement with the C-IV team and representatives on implementation design of State interfaces 3. Depending on the specifics of the changes and the timing of the changes, consider options to stage modifications to the LRS and use alternative procedures until implementation is complete 4. Engage the State interface partners to take into account the impact to the LRS project when determining the timing of implementing changes to State interfaces.

LRS Roll-Out Plans

LRS Roll-out Plans

Pilot Offices:

- Rancho Park
- South Central

Five Roll-out Groups:

- Group 1 – South East (GAIN Region IV)
- Group 2 - Central City (GAIN Region VI)
- Group 3 - San Gabriel Valley (GAIN Region III)
- Group 4 - South County (GAIN Region V)
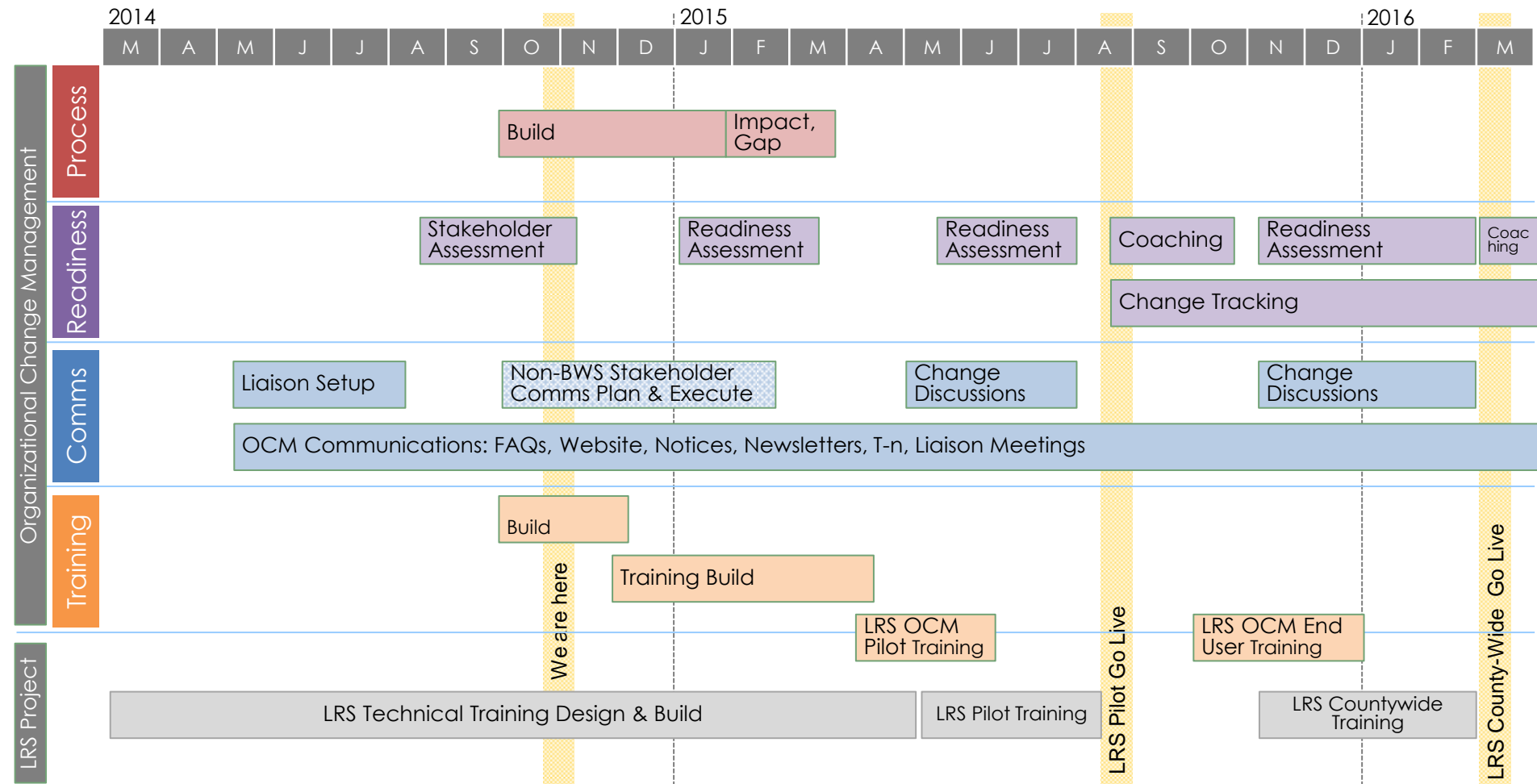- Group 5 - North County (GAIN Regions II & VII)
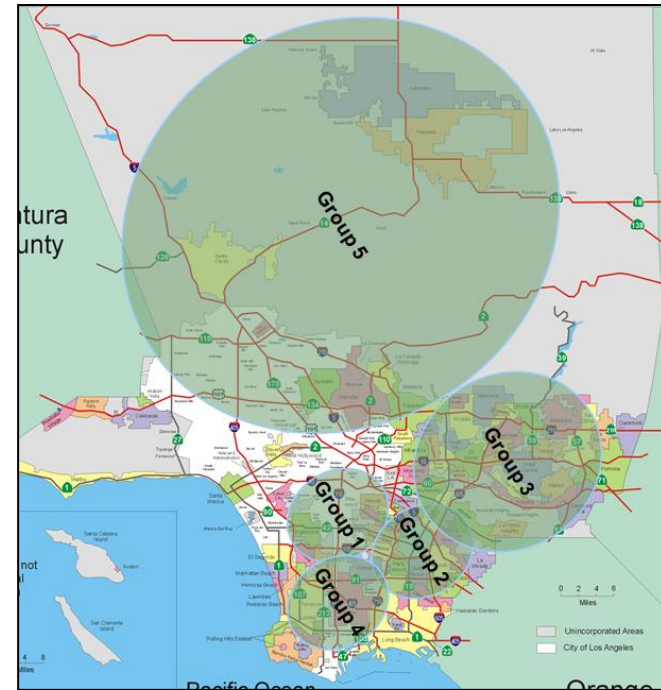
Conversion approach:

Keep companion cases in LEADER until the final rollout group (Group 5). Companion cases are those that have participants who are members of multiple cases across multiple offices/ rollout groups.

Organizational Change Management (OCM)

DPSS OCM Project Activities: LRS Project
2014 – 2016 Timeline

Organizational Change Management

	2014									2015													2016		

Process
- Build
- Impact, Gap

Readiness
- Stakeholder Assessment
- Readiness Assessment
- Readiness Assessment
- Coaching
- Readiness Assessment
- Coaching
- Change Tracking

Comms
- Liaison Setup
- Non-BWS Stakeholder Comms Plan & Execute
- Change Discussions
- Change Discussions
- OCM Communications: FAQs, Website, Notices, Newsletters, T-n, Liaison Meetings

Training
- Build
- Training Build
- LRS OCM Pilot Training
- LRS OCM End User Training

We are here

LRS Pilot Go Live

LRS County-Wide Go Live

LRS Project
- LRS Technical Training Design & Build
- LRS Pilot Training
- LRS Countywide Training

11

OCM Accomplishments

- **Material/Significant accomplishments**
  - Transitioned all BPR action items from OCM to BPR: Team focus on LRS as of August 2014
  - Accenture Advisors on board and assimilating with teams
  - Process Workgroups / Process Matrix completed, loaded to SharePoint and distributed to County ESD for review and assignment of Track Leads to Workgroups
  - Process Workgroup Kickoff scheduled for 9/30/2014
  - Liaisons meeting monthly as of August 2014
  - Completion of Introductory Communication Road Shows

OCM Plans for LRS Implementation

- **Next Steps for OCM**
  - o Facilitate Process Workgroup sessions to document business processes and identify impacts resulting from the implementation of LRS
  - o Ready the workforce for coming changes by:
    - Developing and delivering training
    - Communicating key messages to build stakeholder knowledge and commitment for the implementation of LRS, leveraging the office Liaisons
    - Building and sharing Change Discussion Guides
    - Preparing management and supervisors to support and lead the change efforts in their offices
    - Developing and executing coaching plans to support the workforce during stabilization
    - Monitoring and managing progress through Change Tracking

Questions?